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23 April 1975

1.   
2. Mr. Blake  
3. FILE

FYI and to refresh your memory

The attached package was sent to me by Mr. Blee. In an informal conversation with Mr. Blee and Mr. Nelson, they indicated that if the rest of the Agency found this useful, they did not object to its retention. However, ~~apparently~~ the development of the program was based on requirements levied by a former DDP, and they would like to make a matter of record that the DDO no longer requires this service.

I understand that the Office of Personnel is forwarding a proposed notice which would advertise this service and perhaps stimulate a more wide-spread use of it.

I do not believe that any further response to the DDO is necessary.



DD/A Registry

File personnel

DD/A 75-1690

10 April 1975

MEMORANDUM FOR: Associate Deputy Director for Operations

SUBJECT : Office of Personnel Qualifications Register

1. Reference is made to your memorandum of 14 March 1975, which raised a question as to the overall usefulness of the Office of Personnel Qualifications Register.

2. This is to advise we very much appreciate your interest in this matter and it did bring to light that we are not getting proper and complete use of the Register. As the attached memorandum from the Office of Personnel indicates, it is our conclusion that Agency managers have not been fully cognizant of the entire Qualifications Records System, and we hope to correct this situation by developing an appropriate notice publicizing this. The Office of Personnel will continue to monitor developments in this area.

3. In effect, you have brought to our attention a problem area which requires remedial action, and the Deputy Director for Administration would like to give the Register another chance before dropping it as an unnecessary luxury.

[Redacted]  
Executive Officer

Deputy Director for Administration

25X1

Att:

DD/A 75-1602 - D/OP Memo to DD/A; Subj: Overall Utility of the Office of Personnel's Qualifications Records System, dtd 3 April 1975 w/atts

Distribution:

Orig & 1 - Adse (thru SSA-DD/A)  
1 - DD/A Subject w/cy att  
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1 - D/Pers w/o att

25X1 EO-DD/A: [Redacted] der (10 April 1975)

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~~CONFIDENTIAL~~

75-1602  
25-845

3 APR 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Overall Utility of the Office of Personnel's  
Qualifications Records System

REFERENCE : Memo to DDA fr ADDO dtd 14 March 75, subj: Office  
of Personnel Qualifications Register

1. This is in response to your request for comments relative to the recommendations contained in the reference and the overall utility of the "Personnel Qualifications Register" to Agency managers.

2. The Personnel Qualifications Register is one of the by-products of the Agency Qualifications Records System and is designed to provide Agency managers with a tool in providing a rapid and efficient summarization of employee experience and qualification data in their consideration of employees, regardless of where assigned or located, for possible assignment to fill staffing needs where combinations of Agency acquired experiences and specialized skills are requisite; for Career Service considerations in employee skill utilization; employee development; and management of employee resources. Attached herewith (Tab A) are listings of requests upon the Personnel Qualifications Register serviced by the Qualifications Records System during fiscal years 1973-1974 and nine months of 1975.

3. The utility of the Qualifications Records System by Agency managers varies with the awareness of the individual manager of the scope and content of the system and the potential it offers in consideration of the on-board workforce in meeting ad hoc or anticipated requirements for qualified employees. The advantages to the Agency in making maximum use of on-board employees for filling new requirements--while collaterally offering developmental opportunities--is readily apparent as compared to the cost and delay associated with external recruitment.

4. The present Qualifications Records System was developed to centrally record employee biographic data and job skills. Prior to the evaluation of the present system, a variety of mini-systems were being maintained within Agency components to satisfy their own internal needs. The current DDO related aspects of the Qualifications Records System were developed in response to specific DDO requests and is maintained by one full-time contract employee (a DDO annuitant).

5. In addition to the tangible production of the "Personnel Qualifications Register" where all Agency employee skills, knowledge and experiences are recorded, the Qualifications Records System is an essential element in the Agency's personnel management records system in regards to:

This memorandum may be downgraded when separated from classified attachments.

~~CONFIDENTIAL~~

**CONFIDENTIAL**

(a) Providing the data base for identification of Agency "Affinity Groups." Included among the recommendations of the Personnel Approaches Study Group, subsequently approved by the CIA Management Committee and Mr. Colby, was a proposal in response to Mr. Colby's request that some form of modified "MOS" system be developed to identify employees throughout the Agency who possessed common functional specialties and qualifications.

While the CIA Management Committee has not taken further action on implementation of this concept (presumably until the basic PASG actions have been implemented) we expect that Mr. Colby will reaffirm his interest in pursuit of the "Affinity Group" concept (see Tab B). The supportive data base for such a system is found in the already established Qualifications Records System.

(b) Computer produced employee Biographic Profiles. The present Qualifications Records System has been designed and developed with the objective of eventually producing clear text summaries of biographic data on record for each employee and scheduled transmittal to the employee for review, updating and correction as necessary.

Studies are currently underway to utilize the Qualifications Records System as the data base for developing computer produced Biographic Profiles and eventual elimination of the present manual system.

6. The usefulness and importance of the Qualifications Records System goes well beyond the production of the Personnel Qualifications Registers. We strongly recommend retention of the system as currently constituted. It is probable that many Agency managers may not be fully cognizant of the availability of these services and are not fully capitalizing on their use. We propose, therefore, that we develop an appropriate notice publicizing the system and its utility.

*(Signature)*

F. W. M. Janney  
Director of Personnel

Atts  
As Stated

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2 - P&C

25X1

OP/P&C/[ ]:plc (31 Mar 75)

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DDIO 75-1574

DD/A 75-1244

14 MAR 1975

PERS 75-717

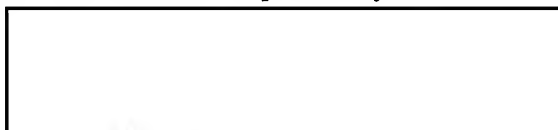
MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Office of Personnel Qualifications Register

1. In view of the Director's concern for ways to cut costs, we have been examining a number of areas where the usefulness of a service may not justify the time and money spent on it. One that I feel I should call to your attention is that provided by the Employees Qualifications Register maintained by the Office of Personnel.

2. As near as we can determine by survey, the Operations Directorate has made some 76 machine requests to the Qualifications Analysis Branch of the Office of Personnel in the last 29 months. Apparently half of these were for language runs. Since the Language Register is maintained separately and, I agree, has a continuing usefulness, the remaining portion of the requests were from the General Qualifications Register. I am attaching a list of them.

3. In a time of less budgetary concerns, the availability of these kinds of data on reasonably immediate terms might be defended. Today, however, it seems to us it is a luxury when one considers its virtual nonutility in our day-to-day operations. I am referring, of course, only to its usefulness to this Directorate and not to its value elsewhere which you may wish to examine separately.



David H. Blee  
Associate Deputy Director for Operations

Attachment: as stated

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PERS

74-

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DD/A 74-4837

10 DEC 1974

MEMORANDUM FOR: Executive Officer to the Deputy Director for Administration

SUBJECT : Occupational Affinity Groups

1. This is in response to your request pertinent to MAG interest in the status of the identification of occupational affinity groups within the Agency.

2. As you fully appreciate, Agency Career Services have been engaged in developing and implementing many new elements in their personnel management programs. Considerable work and action is required by the Career Services if they are to meet their sixteen personnel management responsibilities. Most face a major challenge in ensuring that meaningful career development and management programs are implemented.

3. Career Services must sort their professional positions as they prepare occupational ladders preliminary to any joint effort to discuss the affinity relationship between an occupational category of one Career Service with that of another. Following a determination by each Career Service as to any intra-Career Service occupational affinity grouping, Career Service representatives can then pursue the objective of identifying inter-Career Service affinity groups. In my memorandum of 7 May 1974, to the Secretary, CIA Management Committee, I asked the Committee to solicit the cooperation of the Deputy Directors to identify representatives to assist in pursuit of this objective.

4. Early in 1975 a major report is to be made to the Director informing him of the status of the implementation of the recommendations approved in the PASG Report. Subsequent to the preparation of that report I expect to determine the readiness of the Career Services to participate in identifying occupational affinity groups. Career Services should move toward implementation of the key recommendations in the PASG Report prior to committing their resources to this rather difficult task.

F. W. M. Janney

Director of Personnel

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7 MAY 1974

**MEMORANDUM FOR:** Secretary, CIA Management Committee

**SUBJECT :** PASG Recommendations

**REFERENCE :** Implementation of PASG Recommendations  
Approved by the CIA Management Committee  
dtd 13 Apr 74

1. The Director indicated in the reference that as the Deputies proceed to establish Directorate-wide objectives and to identify specific means of implementing their sixteen personnel responsibilities they would require "hard work by many in (their) area." The Director also noted the availability of the Office of Personnel to be of service, and it is in this regard that I have prepared a list of approaches to converting some of the approved PASG recommendations into specific action steps. These approaches are applicable to all Career Services and intend to encourage Agency-wide uniformity in the implementation of Directorate personnel management responsibilities.

2. Tab A provides guidance for implementation of the ten Agency personnel objectives. Tab B provides suggestions with respect to the sixteen Deputy Directors' responsibilities. The approaches described in these Tabs are not to be construed as a complete listing. They do permit, however, each Career Service to initiate similar courses of action and would assure a degree of progress at a relatively early date. They are offered for Management Committee consideration and should the Management Committee find these approaches helpful I will refer them directly to each of the Career Services.

3. Tab C carries a proposed method of implementing a system to identify occupational affinity groups within the Agency. The Director had asked that I study the feasibility of modifying the Agency Qualification Record System for this purpose. This has been done. The proposal in Tab C requires the assistance of each Career Service in selecting employee representatives qualified to participate in such

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a project. If successful this approach would insure that major similar functional specialties would be identified and grouped and that the capacity to match people and jobs within the Agency would be considerably improved. I ask that the Management Committee endorse this proposal and that it request the cooperation of the Deputies in the pursuit of the proposal's objective.

(Signed) F. W. M. Janney

F. W. M. Janney  
Director of Personnel

Atts  
As Stated

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STAT OP/P&C/PS/[ ]plc (3 May 74)

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20 APR 1974

A SYSTEM TO IDENTIFY OCCUPATIONAL  
AFFINITY GROUPS IN THE AGENCY

REFERENCE: PASG Memo of 30 November 1973 to DCI

BACKGROUND

Paragraph 8 of referent memorandum directs attention towards ascertaining the feasibility of establishing a computerized system for identifying employee groups having common functions or occupational specialties, i.e., along the lines of a modified Military Occupational Specialty (MOS) System, to:

- a. facilitate quick access to machine stored information about employees with certain qualifications or combination of qualifications, and
- b. permit useful statistical comparisons of individuals in affinity groupings irrespective of location.

Hopefully, the advantages sought by this concept could be achieved by modifying the existing programs relating to the Agency's Occupational Code and Qualifications Records Systems. In this respect, however, referent memorandum recognized the separate and distinct operations of the Agency's Occupational Code System and the Qualifications Record System and the incompatibility and inadequacies of the systems as presently constituted to serve as a fully integrated vehicle to achieve the purposes desired. Similarly, the experience of an early coding structure (mid-1950's) which actually incorporated MOS codes disclosed serious shortcomings to the use. Independent series definitions and updatings by the military services created vexing problems, inconvenience, and confusion in search and retrieval operations. These same incompatibilities which are the result of the different applications of systems among the services are attendant today. Therefore, in determining the feasibility of establishing a system to accomplish the purposes noted above, interest was concentrated on use of the Qualifications Records System.

STAFF AND PROPOSAL

The Qualifications Record System can be utilized to develop and establish "Affinity Groups" which identify employees having common

Page Two

functions, specialties, or qualifications. Conceivably such an arrangement could enable optimal consideration of qualified personnel in response to special requirements of common concern and also, for examining the interchangeability of individuals at given levels of skill, an attribute of the MOS system. Fundamental to this position, however, is the condition that the "Affinity Group" be determined by and based on clearly stated requirements -- the real needs -- in terms of the human knowledge and activity (experience) needed or desired to meet a particular situation or requirement. Given this data and approach, application of the Qualifications Record System could assist in accomplishing a review of all Agency employees deemed to have the desired skill level within a designated "Affinity Group," and presumably be suitable for effectively accommodating various demands.

Tab A and B illustrate hypothetical creation of two (2) "Affinity Groups" which are titled, "Geography/Cartography" and "Computer Science" by selection of specialization codes contained in the Qualifications Record System which were determined to best represent the areas of human knowledge and activity believed necessary or essential for meeting requirements in these functional areas. A listing was obtained from computer tabulations which show employees, regardless of location, who are coded as having substantive knowledge and experience in the special areas intentionally selected for these "Affinity Groups."

Obviously, not all the employees listed need or should be included in the final "Affinity Group." In fact, the size of the initial indexing can be controlled and restricted by citing limiting factors in addition to the specialization codes, e.g., grades, age, education, extent of experience, overseas duty, etc. Caution should, however, be exercised, lest the limitations exclude candidates who might otherwise prove suitable. In the attached hypothesized "Affinity Groups" the additional limiting factor was simply Grade GS-14 and higher.

For purposes of developing the "family" of jobs which could comprise the two (2) "Affinity Groups" at Tabs A and B, reference was made to the Agency's Occupational Code System and selections were taken from its basic and subdivision occupational series. In this context, use of the occupational groupings found in Agency Occupational Code System provided a type of natural association in terms of common functions. However, the paramount aspect in constructing the "Affinity Group" remains careful selection of specialization codes -- areas of human knowledge and activity -- from the Qualifications Record System which are most pertinent to the requirements, and in this manner insure full disclosure of possible qualified candidates.

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Page Three

The process described to this point produces an initial listing of employees who can be considered when forming an "Affinity Group" (see Listings attached to Tabs A and B). The next essential step is the establishment of specific and defined criteria which will enable the assignment of skill levels within the "Affinity Group". Skill levels which could be adopted are: High-Intermediate-Acceptable-Unacceptable. The standards applicable to each skill level must be determined and assigned to the employees by designated officials who are competent and sufficiently imbued with the knowledge and purposes of the particular "Affinity Group". To effectively assign the skill level, it may be necessary for the designated officials to examine official personnel folders as well as review the data provided in the initial listings.

When the "Affinity Group" has been formed and each member has been assigned a skill level, the Qualifications Record System can be appropriately modified by the addition of designated codes which will represent "Affinity Group" and skill level data. The modification would permit computer input and tabulation call-up of the data pertaining to the established groups. Name listings or statistics for comparison or other purposes could be obtained relevant to group and skill levels, grades, locations, etc., and thereby greatly assist in management considerations and determinations with respect to assignments, training needs, and recruitment justification.

#### SUMMARY AND RECOMMENDATIONS

It is anticipated that the specialization codes currently contained in the Qualifications Record System will adequately respond to requirements necessary or desired in forming an "Affinity Group". If necessary, however, a specialization code can be revised or a new one devised to accommodate a requirement. The proposal described above does necessitate the services of officials of competence to determine the areas and purposes of affinity groupings, the associate qualifying requisites, and conveyance of membership. This is considered essential to insure a relevance and validity of purpose. Personnel of the Qualifications Analysis Branch are, of course, available to assist in the structuring and implementation of the proposal. It is, therefore, recommended that the objectives of paragraph 1. a and b above be accomplished by utilization and modification of the Qualifications Record System as cited above.



Chief, Control Division

Attachments

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TAB A

AFFINITY GROUP: Geography/Cartography

Family	Agency Occup. Code
Geographer-Cartography	0150.02
Intel Officer - Cartography	0150.03
Intel Officer - Geography	0150.04
Cartographer	1370.01
Photogrammetric Analyst	1370.02
Photogrammetric Technician	1370.04
Cartographic Technician	1371.01

QAB Specialization Fields

QAB Specilization Codes

Geography	JP00-JP68
Geography, General	JP00
Desert Geography	JP04
Economic Geography	JP06
Military Geography	JP10
Physical Geography	JP12
Tropical Geography	JP18
Urban Geography	JP20
Latin American Geography	JP22
Mid East Geography etc.	JP28
Western Hemisphere Geography etc.	JP68
Cartography, General	JV00
Cadastral Surveying	JV02
Hydrography	JV12
Photomapping	JV18
Topographic Drafting	JV26
Computer mapping etc.	JV31
Cartographic Illustration	JV76

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVEL:

-----GEOGRAPHY/CARTOGRAPHY AFFINITY GROUP

- HIGH
- INTERMEDIATE
- ACCEPTABLE
- UNACCEPTABLE

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TAB B

**AFFINITY GROUP: Computer Science**

Family	Agency Occup. Code
Computer Science Advisor	1520.03
Computer Systems Administrator	0330.01
Computer Systems Manager	0330.02
Computer Operations Manager	0330.03
Computer Operations Supervisor	0332.01
Computer Operator	0332.02
Peripheral Equip Operator Supvsr.	0332.05
Peripheral Equip Operator	0332.06
Computer Systems Analyst	0334.01
Computer Programmer	0334.02
Computer Specialist	0334.03
Computer Equipment Specialist	0334.04
Computer Systems Analyst-Programmer	0334.05
Systems Programmer	0334.06

**QAB Specialization Fields**

**QAB Specialization Codes**

Computer Science	HA20
EDP/ADP Systems	FD20
Systems Analysis/Design	FD22
EDP/ADP Programmer	FD24
EDP/ADP Peripheral Equipment	FD32

**SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVELS:**

**-----COMPUTER SCIENCE AFFINITY GROUP**

-----HIGH  
 -----INTERMEDIATE  
 -----ACCEPTABLE  
 -----UNACCEPTABLE

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DD/O 75-1574

75-1244

14 MAR 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Office of Personnel Qualifications Register

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Associate Deputy Director for Operations

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